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Good to Great

by Brad Maughan

Recently our Executive Director, Bob Gross, asked regional directors to read the book *Good to Great* authored by Jim Collins. Mr. Collins is a former Stanford University professor and now lives in Boulder, CO where he operates a management research laboratory. Mr. Collins also co-authored *Built to Last*, a successful publication in the nineties.

Having offered that foundation, I would like to make a few comments regarding information contained in *Good to Great*, possible applications, and changing economic circumstances. This book was written well before we began the slide toward recession and before the tragic events of September 11. However, many of the messages contained in the book seem especially meaningful when times get tougher. I think times are tougher. Hopefully, we can be opportunistic in tough times and build organizations for the future that prosper when situations are good and withstand the pitfalls of economic slumps.

Collins goes through a process of identifying key factors that are consistently demonstrated in the "great" companies selected for comparison. To be classified "great," these companies had to pass two major tests. First, they had to produce above market performance by a factor of 3x and second, this performance had to be sustained for at least fifteen consecutive years. These qualifiers effectively took out annual economic fluctuations and changes in leadership. To capsulize, those companies that made the cut exhibited the following characteristics: 1) Humble, modest, diligent leaders with a fanatical drive for company, not personal, results; 2) Hiring the right people is key and is more important

than vision; 3) Ask the right questions, confront the brutal facts and never lose faith that you will prevail; 4) Determine what your company can do better than any other company, that fits your root results measurement and that you have passion for; 5) Disciplined people, disciplined thought and disciplined action; and 6) Use technology as an accelerator, avoiding fads and bandwagons.

The interesting concept is contained in number 2. Having just left private industry, I can vividly recall all the talk about vision throughout the nineties. Every managerial book, article and seminar seemed to focus on establishing and articulating the vision. In the book, the great companies focused on getting the right people on the bus and then, which way to drive the bus. The strategies seemed to be more evolutionary than revolutionary. Keeping this in mind, I would suggest that opportunity is knocking.

As you know, we in the employer world have witnessed several significant lay-offs. At our employment centers, we have met with people that have been laid-off for the first time in their careers or for the first time in many years. Re-entering the job market is especially difficult for these folks. Herein lies the opportunity. Many very talented people are currently available. I do not think there is any better time to start or continue filling the bus with the right people. If Collins is correct in his assessment that not people, but the "right people" are a company's most important asset, which many of us believe, investment now should pay dividends later.

Now you may ask what is DWS doing to improve the job connection

Continued on page 4

From the Director

Dear Valued Business Customer:

I want to thank you for entrusting the Department of Workforce Services, "Utah's Job Connection" with the opportunity to serve you this year. It is our sincerest hope that our services exceeded your expectations and that we may continue to serve you for many years to come.

As you realize, our economy has slowed significantly. This means that many organizations have been forced to halt expansion or even reduce their workforces. During this difficult time, we want to assure you that we remain ready to assist you. More than ever, we have the largest database of qualified job seekers from all levels of skills and experience, some of whom have only recently been affected by the economic slowdown.

What's more, the Department of Workforce Services continues to offer you other services to meet your business needs, including:

- Labor market information
- Seminars on important business topics
- Layoff consultation

And, that's just the beginning of our value-added, no cost services.

To receive these services or to learn more, please call **1-888-920-WORK (9675)** or your nearest Department of Workforce Services' Employment Center. You can even find us on the Web at jobs.utah.gov.

Thank you again for your business. We are grateful for the opportunity to serve you.

Sincerely,



Robert C. Gross
Executive Director

Only from DWS

County-Level Labor Market Information

By **Connie Blaine**

Economic Information Coordinator

The Department of Workforce Services (DWS) is Utah's source for detailed COUNTY-LEVEL labor market information (LMI) - and it's free! This is because our four regional economists work hard all year long to get economic data about your county, then analyze and interpret it for you to use in tough business decisions.

Our Economic Data Collection and Analysis unit publishes LMI both in print and on our web page. However, the selection is bigger on the web and is also guaranteed to be the most recent data we have, often eclipsing printed materials. It's easy to access your county's LMI web page. Access our website at jobs.utah.gov, then go to "**State, County and Local Information**" and select your county from the list. Each county web page has a "**Just Released**" section at the top where you can find monthly county unemployment rates (unadjusted and seasonally adjusted), current economic events, and quarterly data on construction permitting, gross taxable sales, and labor market indicators (a "snapshot" of the labor force).

Each county web page also has a county **Fact Sheet** (updated annually), a list of the major employers, occupational wage information, occupational outlook information, poverty and income information and more.

Click on "**Regional Economist**" to find out who the DWS economist is for your county and how to contact him/her. Check out the links to other organizations' websites for more great information, including: data on tourism and economic development; tax and income statistics; agriculture, income and poverty information; Women / Minority Business Directory; population and projections data; and *FirmFind* (a searchable list of Utah employers).

It's a gold mine of county-level economic information for businesses and it's all free, from the economists at the Department of Workforce Services.

Want to have the most current labor market information available at your fingertips FREE? Just log on to our Economic Information web site at jobs.utah.gov

Visit us at: jobs.utah.gov

New Super Stores Open in West Jordan

By Bill Kreifeldt and Sherrill Chapman

Super Wal-Mart and Sam's Club open locations at Jordan Landing!

Super Wal-Mart, which is slated to open January 23, 2002, has been recruiting 500-600 to staff their newest location at Jordan Landing, 7671 South 3800 West. The South County Employment Center (EC), has been home to Wal-Mart management personnel, and the recruiting center for this mass hiring event, for the past several weeks. A record number of job candidates have applied for positions through the South County EC, reaching in excess of 2,300 on the busiest days! Wal-Mart and DWS staff have processed over 3,500 potential applications for these openings.

Along with Super Wal-Mart, Sam's Club is also opening at the

Jordan Landing location. They are slated to hold their grand opening sometime after the new year and are anticipating reaching their recruitment and training goals prior to that time.

Although the slow down in Utah's economy has had an adverse affect on some businesses and many employees, the number of highly skilled, motivated, and educated job candidates available for those who are hiring, has been one positive that has come out of this down turn. Candidates are ready, willing and able to step up to the challenge of a new career!

If you are a business owner currently looking for skilled workers, call or visit the Business Services Center at 1385 South State Street, (801) 468-0097, and post your job opening today!



Labor Market Economist, Mark Knold

Better Your Business

Workshop - Labor Market Trends / Economic Forecast

On November 14th, 2001, at 7:30 a.m., Mr. Mark Knold, Labor Market Economist for the Department of Workforce Services (DWS), spoke to a group of 50+ local employers about the state of the economy, what employers can expect over the next twelve months, and the affects on Utah's economy, following the tragic events of September 11th. He also enlightened the group with his predictions on what impact the 2002 Winter Games would have on the economy, before, during and after the events.

Those in attendance received valuable information on the changes experienced by Utah employers and citizens over the past twelve months. He discussed the economy as a whole and cited differences in the shift experienced locally, nationally and globally. The changes in the economy bring different challenges to the business community based on a number of factors including geographic location, prominent industries and available workforce.

The DWS Business Services Center sponsors free mini-workshops of this type on a bi-monthly basis. To find out about upcoming events, log on to our website at: jobs.utah.gov.

ADA/FMLA Luncheon Seminar Held

On Tuesday, October 16, 2001, the Salt Lake Employer Committee and United Parcel Service sponsored a luncheon seminar entitled "ADA/FMLA Alone and in Tandem." The guest speaker was Ms. Elisabeth R. Blattner, a shareholder in the Labor and Employment Department and the Litigation Department of Parsons Behle & Latimer.

Ms. Blattner gave specific information on recent court rulings as well as information to assist employers, both large and small, in dealing with ADA and/or FMLA issues. The information presented was clear, concise, accurate and very well received by those in attendance.

The Salt Lake Employer Committee (SLEC) hosts four to five seminars per year, based on feedback and needs of the businesses who work with the Department of Workforce Services. If you'd like to be added to the e-mail and/or mailing list to receive information regarding these events, please e-mail Sylvia Farrand at sfarrand@utah.gov or visit our web site at: jobs.utah.gov.

Job Fair for Veterans a Huge Success

By Gregory Dockery

On Thursday, November 15th, the Department of Workforce Services (DWS), Metro Employment Center, hosted a job fair for our veteran customers. Advanta Bank Corp, Altres Inc., ARUP, Com Com, Comp International, Convergys, Discover Card, Dugway, HMS Host, IHC Employment Center, Lanier Parking Systems, Seven Eleven, SLOC, Strategic Staffing Inc., Tooele Army Depot and Utah State Corrections, all participated in this event! We also invited the Small Business Administration, Veterans Upward Bound, Armed Service Recruiters, (Naval Reserves, U.S. Army, U.S. Air Force Reserve, U.S. Marines and Utah Army National Guard) and showcased some of the DWS services (workshops, veteran programs) available to our veteran customers.

We estimated 255 veteran customers attended. A hearty thank you to the Metro EC staff and the Business Services Veteran's Team for

their hard work and dedication for making this event a success.

The Veteran's Team hosts one to two similar recruiting events geared toward assisting our veteran customers each year. To find out more about these and other services provided to our veteran customers, contact the DVOP/LVER representative nearest you:

Tom Clegg, 269-4821,
South County EC, 5735 S. Redwood Rd.
Taylorsville, Utah

Ron Bost, 536-7166,
Metro EC, 720. S. 200 E.
Salt Lake City, Utah

J.B. Shandrew, 524-9121,
Downtown EC, 158 S. 200 W.
Salt Lake City, Utah

Garth Anderson, 567-3806,
Midvale EC, 7292 S. State St.
Midvale, Utah

Lynn Gehring, 435-833-7310,
Tooele EC, 305 N. Main St.
Tooele, Utah

Good continued from page 1

and help both employers and job seekers? We continue to provide screening, assessment and training to better match applicant qualifications to employer needs. We want to help get the right people on the bus. Job fairs continue to be an important tool in this process and we have experienced an increase in traffic. With an eye towards the inflating numbers of dislocated workers, we have tried some new approaches. On November 19, we organized a "Resource Fair" sort of modeled after the job fair concept except the objective was to coach, train and teach job seekers by offering several ongoing workshops. Subject matter covered financial planning, networking, resume writing, interviewing and organization. We experienced an excellent turnout and received many compliments.

Again, we will do our best to assist in locating the right people to get on the bus. Now is an opportune time for all employers to fill these seats should circumstances warrant. Many economists predict improving economics this spring. Certainly, we are planning ahead.

Resource Fair Held for Dislocated Workers

Over the past twelve months, Utahns have seen a dramatic change in the stability of some industries, as companies have had to adjust to meet the changes brought about with the shift in the economy. Within this time period, over 38,000 citizens (in Salt Lake and Tooele Counties) filed new claims for unemployment insurance. Although jobs are still available for these workers, the industry and/or pay scale and benefits some may have become accustomed to, may not be as easy to find. In order to reach those who may still be struggling to get back into the work-

force, the Department of Workforce Services (DWS) held a "resource fair" to provide information which may assist in their job search.

The Resource Fair was held on Monday, November 19th, 2001 at the Central Region Business Services Center.

At this event, job seekers had the opportunity to meet one-on-one with human resource professionals and attend a variety of workshops including: "Dealing with a Job Loss and Stress Management," "Interviewing Techniques," "Preparing a Resume," and "Job Search," which included

tips on the hidden job market.

Resource tables were staffed by professionals who could answer questions regarding unemployment insurance, job postings currently listed with DWS, aging and supportive services, self-help services available through the DWS employment centers, and veteran services.

Comments from those in attendance were all extremely positive, and supportive of future events to assist them in their quest to become re-employed.

2002 Business Game Plan Program

Transportation Strategies for Businesses

The Utah Department of Transportation (UDOT), the Salt Lake Organizing Committee (SLOC), Utah Transit Authority (UTA), and local government agencies have joined efforts to bring you the 2002 Business Game Plan program. This program was created to help companies plan for transportation impacts during the Games, especially in high-volume traffic areas such as downtown Salt Lake City and Park City. The following transportation strategies will help businesses write their own Game Plan for the Games.

- **Alternate work schedules.** Implement a modified work schedule for a majority of employees to avoid travel during peak arrival and departure times at Salt Lake 2002 Olympic venues. Keep only a minimal crew on site the rest of the time. Check the event schedule in your area to determine alternate work schedules. For instance, downtown businesses should consider an early schedule (for example, 6 a.m. to 2 p.m.), while Park City businesses would be better adopting a later schedule (for example, noon to 8 p.m.).

- **Telecommuting.** Allow employees to telecommute from home during all or part of the Salt Lake 2002 Olympic Winter Games. The Games will span 11 weekdays.

- **Carpooling.** Identify employee carpool partners and offer incentives for those who carpool during the Games.

- **Use public transit.** Use the UTA fixed-route bus system or the enhanced Games-time TRAX light rail system. **Call 888 RIDE-UTA (800-743-3882) or visit www.rideuta.com to learn more.** In addition, Park City Transit will triple its bus fleet during the Games, providing expanded routes, improved frequency and extended hours of operation.

- **Visit Utahcommuterlink.com continually.** Beginning in late November, this site will be the primary resource for transportation information during the Games. You can view current traffic conditions from posted images gathered from 150 cameras in the Salt Lake County area.

- **Use the free Olympic Transportation Guide** available in late November at Smith's Food and Drug stores. This guide offers 34 pages of transportation information, including how to get to the Games and how to bypass Games-time traffic congestion.

- **Send an e-mail to bizgameplan@ppch.com.** For more details about transportation during the Games, send your request to **bizgameplan@ppch.com**. Include your business name, number of employees, contact name, and phone number.

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KUDOS

"I recently visited the Logan DWS office and was quite impressed with the quality of service that I witnessed clients receiving. I witnessed clients being treated with "the courtesy, dignity, and respect" as described in the rights of the clients. As I know you probably hear complaints about customer service, I wanted to take this opportunity to share with you experiences of customer service like the kind both clients and advocates expect. Please relate these experiences to whomever is appropriate."

Mandi Janis
Anti-Hunger Advocate
Crossroads Urban Center

To Carmen Bowles:

"Dear Carmen, thank you so much for leading me to water. It's been a year since I've had a job. I've asked everyone I can think of for assistance, but you are the only one who has taken the time needed to help me out!"

Kim
Job seeking customer from
the Horizonte Center

To Tom Woodland:

"Tom, thank you for all the wonderful employees you have sent us. You do a great job, keep up the good work!"

Karen Sennyck
HMS Host

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Events Calendar and Important Phone Numbers

January:

- 9th - BYB Workshop "27 Ways to Avoid Losing Your UI Appeal"
- 16th - SLEC Seminar "Labor Law Update"
- 23rd - West Jordan City Job Fair
- 24th - Downtown Job Fair

FEBRUARY:

- 6th - SLEC Meeting
- 8th - 24th Salt Lake 2002 Olympic Winter Games

MARCH:

- 13th - BYB Workshop "Employer Tax Credits & More"
- 20th - Taylorsville / WVC Job Fair

For additional information regarding upcoming events, visit us at jobs.utah.gov

SALT LAKE & TOOELE EMPLOYER

COMMITTEE SEMINARS: quarterly luncheon presentations (\$15 to \$25 per person) on Labor Law, Hiring Rights, Recruitment & Retention, etc. For information go to: jobs.utah.gov or call (801) 468-0097.

Important Phone Numbers:

Business Services Line:	801-468-0097
Child Care Outreach:	801-526-4342
Contributions:	801-526-9235
Labor Market Info:	801-526-9340
New Hire Reporting:	801-526-4361
Rapid Response:	801-526-4312
UI Benefit/Tax Info.:	800-222-2857
DOL Wage/Hour Div.:	801-524-5706
Utah Labor Commission:	801-530-6801
Workforce Council:	801-468-0095
WOTC Tax Credit:	801-526-9484

Business Consultants:

Connie Carter	801-567-3940
Sherrill Chapman	801-269-4762
Gregory Dockery	801-536-7173
Stephen Chesley	801-524-9272
Trina Griffith	435-833-7327

BETTER YOUR BUSINESS

WORKSHOPS: free informational meetings for employers regarding programs available to them. Meetings are held at 1385 S. State St., from 7:30 am - 9:00 am. Pre-registration is required.